

THE CITADEL
Blueprint
2011
ANNUAL REPORT



THE CITADEL BLUEPRINT 2011 ANNUAL REPORT

We are pleased to share the 2011 Annual Report for The Citadel's Blueprint, our map for strategic growth and innovation. With this second report on our three-year plan to advance the college in critical performance areas, we are encouraged and motivated by the spirited participation of the entire campus community.

Echoing the words from last year's report card, we continue to experience record application and enrollment numbers in the South Carolina Corps of Cadets and steady growth in our graduate and evening undergraduate studies programs. We believe our mission continues to be attractive to people seeking to develop skills in leadership that can be applied in the military, industry, professional services and society as a whole.

We know that everyone in The Citadel community has a personal interest in our success, which is why we are proud to share an array of highlights from the 2010-11 academic year.

We invite you to follow our progress on campus and within the community. We remain open to all ideas that may help us advance our mission regionally, nationally and internationally. Please feel free to contact us if you have any questions or thoughts about this important journey we have embraced.



STEADY PROGRESS, VITAL MILESTONES ACHIEVED

As a fast-paced strategic plan, the Blueprint focuses our priorities on the new initiatives we need to guarantee that we deliver a top quality education for undergraduate and graduate students. We are deeply concerned about the personal needs of our community with the continuing pressures of the global economy. However, we are very pleased to report that the commitment of the faculty, staff, alumni and families has never been stronger in helping to generate new programs and partnerships across our region that make a difference in the lives of many and help to secure our future.

As we travel and listen to our various constituents, we hear that people understand the need to invest in campus improvements, academic programs and services to ensure we are delivering the experience our students expect. We need to be in a strong position organizationally and financially so that we can grow as the economy rebounds, but also to ensure we have sufficient reserves to cover unexpected needs that could occur.

It is very encouraging to report that during the second year of our three-year plan, we realized sizable goals including:

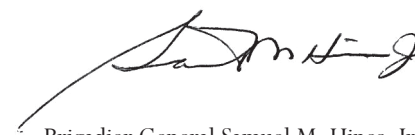
- Expanded enrollment in both the Corps of Cadets and the Graduate College
- Increased diversity among the student population, faculty and staff
- Renewed focus on our mission with the refined core values of Honor, Duty, Respect
- Expansion of programs offered by The Citadel's STEM Center of Excellence (Science, Technology, Engineering, Mathematics)
- Expanded academic and service learning programs offered by The Krause Center for Leadership and Ethics
- Renewed efforts to market the college to undergraduate and graduate students
- Expanded grant writing throughout the campus community
- Expanded career services and implementation of a required E-Leadership Portfolio.

We speak for the entire campus community in expressing our deep gratitude to our many supporters for their generous support with participation and resources. We are making steady progress in pursuit of our mission to be further recognized as one of the nation's most respected institutions for developing principled leaders in a global society undergoing great change.

Thank you for your continuing strong support of The Citadel.



John W. Rosa, '73
Lieutenant General, USAF (Retired)
President



Brigadier General Samuel M. Hines, Jr., SCM
Provost and Dean of the College





Blueprint Progress Legend



Achieved



On Schedule



Active/Behind Schedule



No Progress



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Strategic Initiative One

Develop Principled Leaders in a Globalized Environment

Integrate the Leader Development Model into The Citadel's Academic Programs

In Fall 2010, all second year cadets were required to enroll in the Sophomore Seminar in Leadership, comprising an Academic Class (LDRS 201) and a Service Learning Practical Lab (LDRS 211). The curriculum of the new academic course includes educational materials from the Medal of Honor Foundation, class lectures, group discussions and film case studies. The course was taught by 29 members of The Citadel's faculty and staff from several disciplines.

The Senior Leadership Seminar Project, **LDRS 401**, was designed as a requirement for the Minor in Leadership Studies. It was piloted this year as an elective open to juniors and seniors. A total of 18 cadets enrolled in LDRS 401 during the 2010-2011 academic year.

Goal: Leadership learning outcomes in academic components of The Citadel Experience.

50% Progress



2012



Fully Develop the Krause Leadership Center and Expand its Reach

The Krause Center for Leadership and Ethics

During the 2010-2011 academic year, the Center's efforts continued to positively impact the students, faculty and staff of The Citadel as well as the members of the surrounding communities. The Krause Center arranged for 53 students to participate in 14 conferences this year. The activities included leadership conferences at VMI, the College of Charleston, the Naval Academy and the Air Force Academy; ethics conferences at West Point and the Coast Guard Academy; an honor conference at the US Merchant Marine Academy; and service learning conferences and experiences in South Carolina and New York. The Krause Center was also able to sponsor 11 members of the faculty and staff to attend conferences on Leadership, Ethics and Service Learning.

New Core Values:

During the 2010-2011 academic year, The Krause Center, in collaboration with The Citadel Experience Integration Team (CEIT), coordinated and directed the establishment of new institutional core values, which are now more concisely captured with "Honor, Duty, Respect."

National Coalition Building Institute (NCBI)

In partnership with the School of Humanities and Social Sciences, the Krause Center has worked to bring a NCBI diversity training session to campus. Titled "Principles into Practice: Strengthening Leadership for a Diverse Society," the first session was given to a select group of Citadel faculty, staff and administrators on June 2, 2011.

Principled Leadership Symposium



March 17-18, 2011 marked the 4th Annual Krause Center Principled Leadership Symposium. While the event has remained similar in scope and size over the past few years, this year's symposium successfully involved greater participation by more faculty and staff. Three faculty and staff members were panel facilitators, six presented papers, 22

helped develop a facilitators guide, 14 served as roundtable facilitators, and six were part of a Faculty and Staff Cross Talk session. This year, 125 cadets and 15 Citadel Graduate College students participated in the Symposium. In addition, the entire Corps attended two Greater Issues Speeches, which were part of the Symposium. We hosted 44 delegates and 13 advisors from 15 other institutions to participate in the Symposium.

Implement a Comprehensive Leadership Assessment Model

E-Leadership Portfolio



The Citadel's E-Leadership Portfolio is a four-year campus-wide initiative designed to document principled leadership and assess leadership knowledge, competency and growth over time. The Citadel's goal is for every future graduate to have a sophisticated E-leadership Portfolio available to demonstrate their skill set to potential employers, military boards and graduate schools.

An interdisciplinary campus team also designed the sophomore portfolio to be completed by all 3rd class cadets during the 2011-2012 academic year.

During the 2010-2011 academic year, the entire freshman class completed E-Leadership Portfolios.

Integrate Career Planning into the Campus Culture

Career Services



All freshmen (2010-11) completed the FOCUS assessment to identify professions which best match their interests and to help confirm selection of an appropriate major. Emphasis continues on implementation of the eLeadership Portfolio program for cadets, with career planning and preparation components comprising a significant

portion of the portfolios. Successful career fairs were held in Fall and Spring terms that included representation from BMW, Boeing, Blackbaud, Civilian Logistics Management, Fluor Corporation, Honeywell, Maersk, MUSC, NUCOR, Santee-Cooper, SCANA, SPAWAR, U. S. Department of State, U. S. Secret Service and many other organizations.

- 58 Career Planning and Preparation Training Videos have been developed for use by cadets and CGC students
- Career Planning and Preparation Presentations provided for Cadets and CGC Students (Fall and Spring): 152 Total
- Over 700 organizations currently recruit via The Gate, the online job board and resume database
- Presentation topics have included exploring career options, resume and cover letter construction, internships, the job search process, career fair and interview preparation, graduate school research, and effective networking.



Promote a Spirit of Selfless Service Throughout the Corps of Cadets

Service Learning



Since last year, the capacity of The Krause Center to support Service Learning and leadership has been enhanced with two additional full-year AmeriCorps*VISTA volunteers from the South Carolina Campus Compact (Nathan Otto and Carrie Papa), a second year of leadership by Dr. Conway Saylor, Coordinator of Service Learning, and part-time support of Krause Center staff members. Carefully collected data from The Krause Center illustrates significant increases in the rate of service learning. Highlights from the 2010-2011 academic year include:

Approximately 3,600 hours of VISTA effort from July 2010 to May 2011 yielded the capacity to train and place 810 students in the community to deliver more than 5,640 hours of direct service to the surrounding community between September 2010 and May 2011.

The \$13,000 The Citadel invested in matching funds for two SC Campus Compact VISTAs (\$3,500 each) and SC Campus Compact Dues (\$6,000) yielded more than \$93,229 worth of student-contributed effort to fight poverty, improve education, and support people with special health care needs and disabilities.

The VISTA volunteers worked with Dr. Saylor to educate faculty, staff and students about Service Learning, to participate in research, and to present at CASTLE and Phi Kappa Phi sessions.

During the past academic year, The Krause Center for Leadership and Ethics forged 16 new service partnerships that permitted the college to provide community assistance across the greater Charleston region. A snapshot of that vital activity follows:

POVERTY FOCUSED SERVICE: 371 individuals providing 3,146 volunteer hours

Sample activities include the Arland D. Williams Heroism Day with 135 cadet volunteers offering 1,350 hours of their time, and the Sea Island Habitat for Humanity that benefitted from 119 volunteers and 981 total hours.

EDUCATION FOCUSED SERVICE: 228 individuals served 1,462 hours

Volunteer work supported the Kaleidoscope & WINGS afterschool program with 64 volunteers for 515 hours, and Burke Middle and High School mentor programs put 15 volunteers to work for a total of 180 hours.

HEALTH & DISABILITIES FOCUSED SERVICE: 211 individuals served 1,032 hours

Main activities supported the Special Olympics Mid-Winter Games with 101 volunteers for 497 hours, and The Charleston Miracle League benefitted from 342 hours of work by 90 volunteers.





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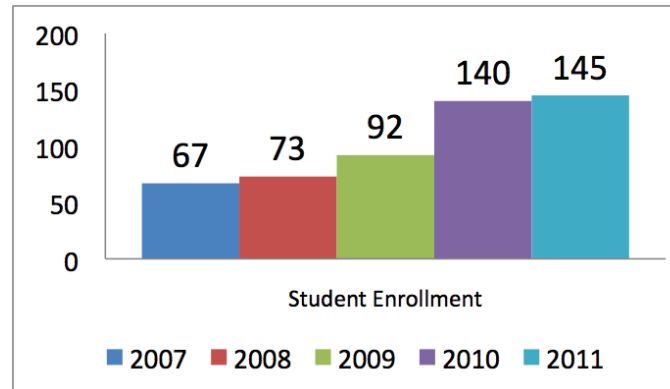
Strategic Initiative Two

Enhance the Learning Environment

The Citadel Success Institute (CSI) - Expansion Plan

Enhance Student Retention

The Citadel Success Institute enrolled 145 students this summer (52 students in Summer I and 93 students in Summer II).



Enrollment has grown significantly since implementation of the Blueprint.



Goal: Increase enrollment in the freshman preparatory program, The Citadel Success Institute, by 25%.

Achieved

Academic Support Center



The Citadel's Academic Support Center was named the 2011 recipient of the prestigious Frank L. Christ Outstanding Learning Center Award from the National College Learning Center Association.

Dr. Jane Warner (center), Director of The Citadel's award-winning Academic Support Center with the 2011-12 team of tutors

Create Academic Programs of Excellence and Distinction Within Each School

The STEM Center of Excellence



Carolyn Kelley
Director of the STEM Center of Excellence

During 2010-11, The Citadel's STEM Center made strong progress in several areas. The center's visibility and momentum is building quickly within the region and across the state.

A few of the student-focused programs included educational competitions such as a "Storm The Citadel!" trebuchet competition sponsored by Google as well as bridge-building, Lego Robotics baseball and golf competitions.

In 2011, The STEM Center also introduced a new program of summer camps designed to engage young people in science and technology. This year, the college hosted these sessions:

- Camp Invention for elementary school students as a science and engineering explorer camp
- Digital Technology Camps for middle school students featuring Digital Story Telling and video game design
- Mindstorms Robotics Camp, also designed for middle school students.

Summary of Educator Programs

The STEM Center is very active in creating programs that will prepare teachers to be effective K-20 STEM educators. Some of the new initiatives include a new Accelerated Master of Arts in Teaching Mathematics or Biology as well as a commitment to infuse math and science across the K-12 Curriculum (in collaboration with College of Charleston) that includes a Professional Development Course and focus on Project Based Learning in the STEM fields.

- The Citadel collaborated with The Education Foundation to facilitate professional development sessions involving 60 K-12 educators.
- The college also offered South Carolina STEM Innovations Challenges in state, which exposed 24 K-12 educators to progressive research in our region. In turn, those educators then developed nine K-12 challenge programs.

The Lowcountry STEM Collaborative

During the 2010-11 academic year, the Collaborative was introduced on campus and involved participation by nearly 100 leaders in the STEM fields including state and federal educators, industry leaders and policymakers influential in the advancement of the STEM disciplines. Outcomes from the initial Collaborative sessions included validation of a shared vision for change in education and the need to take joint approaches to solutions. The Collaborative will serve as a catalyst for transformational educational models that put 21st century and STEM skills at the center of education.





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Strategic Initiative Three

Strengthen the College through Institutional Advancement

Expand Endowment Funding to Support Programs of Excellence

The Citadel and The Citadel Foundation have collaboratively applied for 11 grants this year totaling \$3,617,151. Approximately 15 faculty members engaged in grant writing on STEM Projects, research (BITETECH), humanities (oral history) scholarships and juvenile justice.

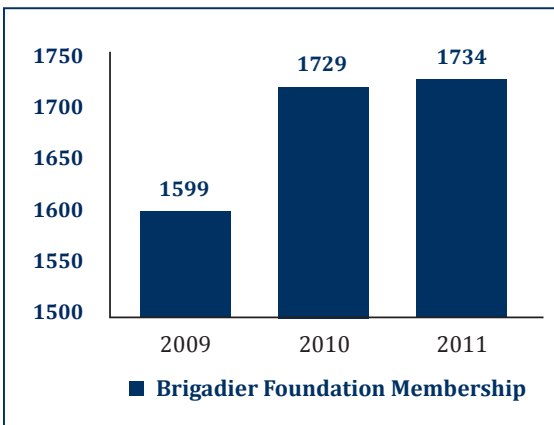
Goal: Increase the number of faculty submitting grants by 15%.

75% Progress

2012

Increase the Financial Independence of The Citadel Athletics Program

The Brigadier Foundation annual athletic fund raised a record \$2.1M in FY11, and contributed \$1.24M towards athletic scholarships for 2010-11.



Goal: Increase membership in The Citadel Brigadier Foundation by 35% by 2012.

24% Progress

(Behind Schedule)

2012



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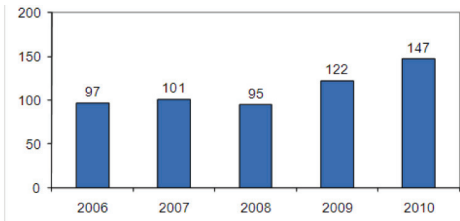
Strategic Initiative Four

Develop the Student Population

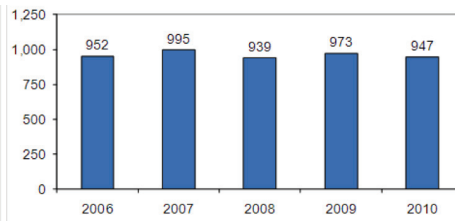
Expand Enrollment in The Citadel Graduate College

The Citadel campus community devoted significant efforts to academic growth planning this year resulting in a new evening undergraduate degree completion program, accelerated Master of Arts in Teaching programs and graduate leadership certificates in Homeland Security and Environmental Science. The Citadel Graduate College has realized approximately 8% growth during the two years of the Blueprint.

Evening Undergraduate Enrollment



Graduate Student Enrollment



Goal: Increase student enrollment in The Citadel Graduate College by 25%.

33% Progress

(Behind Schedule)

2012

Develop a Comprehensive Marketing Strategy to Position The Citadel Competitively

During the last fiscal year, The Citadel's allocation for Blueprint marketing support helped maintain record setting application levels for the South Carolina Corps of Cadets and further expanded outreach to promote The Citadel Graduate College, Veterans Program and Evening Undergraduate Studies program. Marketing efforts also helped generate new awareness about many of our campus-wide innovations such as The STEM Center of Excellence in Capers Hall, The Baskin Financial Services Lab in Bond Hall and the Hank Cross Human Performance Lab inaugurated last year in Deas Hall thanks to the research partnership with BiteTech/Under Armour and the academic stewardship of Dr. Dena Garner. Marketing also supported campus efforts to build growing corporate partnerships with Google, Boeing, SPAWAR and other public and private organizations across the community.

Goal: Marketing performance metrics showing increases in inquiries, applications, enrollment and funding.

40% Progress

2012

Expand the Veteran Population

The veterans program at The Citadel continued a slow, but steady expansion this year. There have been a total of 58 applications over the past two years and 35 students admitted.

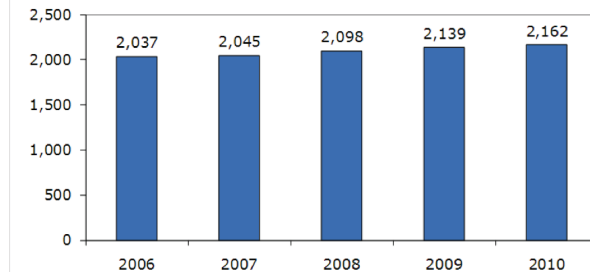
Goal: Increase the veteran student population at The Citadel by 50 students each year.

35% Progress

(Behind Schedule)

2012

Expand Student Diversity and Sustain an Enrollment of 2,135 in the Corps of Cadets



Goal: The Citadel has succeeded in sustaining the desired enrollment of 2,135 in the Corps of Cadets.

Achieved



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Strategic Initiative Five

Enhance the Facilities and Technological Support for the Campus

Refined Campus Master Plan to Guide Strategic Decisions



The Campus Master Plan revision has been completed and all Master Plan project priorities have been cross-referenced to the Campus Strategic Plan and adopted by the Board of Visitors.

As part of the vision for the future of the college, we are proud to spotlight The Citadel's projected Master Campus Plan (left).

Goal: Campus master plan aligns with the Blueprint and provides a priority list of facility efforts.

Achieved

Develop a Feasibility Study and Construction Plan for Capers

The Campus Master Planning efforts have determined the location and development of a New Capers Hall. Preliminary programming documents are complete. The educational specifications and programming documents will be completed with stakeholders once The Citadel receives a state appropriation for the project under a state bond issue.

Goal: Completion of planning documents.

Achieved

Decrease Campus-wide Deferred Maintenance

Over the past three-year period, deferred maintenance has increased at approximately \$3.7M each year (or \$11.1M for the three-year period). During this three-year period, The Citadel has reduced campus-wide deferred maintenance by \$2,856,974 in FY 2008-2009; by \$3,911,350 in FY 2009-2010; and by \$2,026,949 in FY 2010-2011 for a total of \$8,795,273. Unfortunately, deferred maintenance growth has outpaced our ability to reduce deferred maintenance by approximately \$2.3M.

Goal: Decrease deferred maintenance by 3% each year.

(No Progress - Behind Schedule)

2012

Implementation of a “Unified Digital Campus”

The Citadel campus community continued installation and implementation of Banner, the Sunguard Enterprise Resource Information System, which moves the campus toward a unified digital campus. Banner modules for Finance, Admissions, Student, Human Resources and Financial Aid as well as the Operational Data Store and Enterprise Data Warehouse all became operational during the 2010-2011 academic year.

Goal: Implementation of Banner Enterprise Information System, Luminus Portal, Operational Data Store, and Enterprise Data Warehouse.

90% Progress

2012

Develop the Institution’s Online Education Capabilities to Support Teaching and Learning

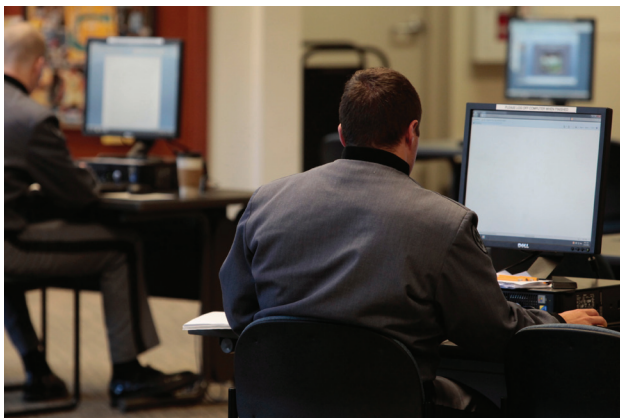


A team of experienced online instructors from the Schools of Business, Education and Engineering and ITS instructional designers created and facilitated The Citadel’s Online Teaching Faculty Academy I and II this year. The first component of the academy spanned three weeks and taught online instruction best practices in the Internet-based teaching environment. The second component of the academy spanned five weeks, where faculty members learned how to use The Citadel’s Blackboard Learning Management System to deliver course content.

Dr. Ray Jones (standing) was appointed Interim Director of Online Education to build the institution’s capacity for quality online learning experiences. Dr. Mary Lou Yeatts is co-leader of the Online Teaching Faculty Academy.

Goal: Increase the number of online courses by 10% each year.

Achieved





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Strategic Initiative Six

Improve Institutional Effectiveness

Foster a Culture of Assessment and Continuous Improvement Throughout the Campus Community

During the 2010-2011 academic year, The Citadel established the Faculty Assessment and Analysis Team. Funded through the Strategic Plan, The Citadel launched a competitive application process in August 2010, resulting in the selection of a six-member team appointed for a two year time period. This year, the team worked on four overarching areas including general education assessment, automating departmental assessment through Taskstream, E-Leadership Portfolio, and accreditation quality enhancement plan assessment. The team presented assessment results to faculty and staff on campus. Members of the team also developed a new assessment awards program and an assessment workshop series to be offered on campus during 2011-12.

Goal: Increase faculty and staff participation in assessment workshops by 5% each year.

Achieved

Increase Awareness Of and Adopt Best Practices On Sustainability and Environmental Issues at The Citadel



The Citadel created and implemented a campus-wide recycling program, including the purchase and installation of comprehensive recycling containers within all barracks and cadet rooms.

The college conducted a variety of sustainability training workshops within the Corps of Cadets, and purchased and installed several recycling collection stations for the remainder of the campus facilities.

Mr. Wally Nara, Physical Plant, manages The Citadel's recycling program as part of campus-wide sustainability initiatives.

Goal: Increase environmental awareness throughout the campus community.

85% Progress

2012



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Strategic Initiative Seven

Ensure the College has the Leadership and Talent to Accomplish These Strategic Initiatives

During 2011, The Citadel made strong commitments to enhance the faculty and staff as the single most important investment in securing our strong future.

Recruit and Retain a Diverse Faculty and Staff

During years one and two of the Blueprint, The Citadel implemented and completed the recommended Faculty and Staff Salary Study. While the college has steadily invested in implementing the recommendations from the study each year and achieved important milestones, we have further work to do in attracting an increasingly diverse population.

Goal: Increase diversity among faculty and staff, moving The Citadel from the fourth to the third quartile in state agencies.

(No Progress - Behind Schedule)

2012

Expand the Number of Qualified Personnel Able to Coach, Teach, Train and Mentor Units and Individuals Across the Four Pillars

The College made significant faculty hires in 2010-11 including:

Captain Joseph Coe - Civil Engineering

Colonel, Captain Stephen D. Cotter, USAF (Ret.) - Math and Computer Science

Captain Rachael E. Elrod - Daniel Library

Captain Dr. Harmonica R. Hart - Education

Captain Upsana Kashyap - Math and Computer Science

Lieutenant Kaitlin Marley - Civil Engineering

Captain Dr. Anantara Mukherjee - Math and Computer Science

Colonel Charles O. Skipper - Project Management

Faculty and staff collaboration with the Krause Center expanded significantly during the last academic year. The new Sophomore Seminar on Leadership was facilitated by 29 members of The Citadel community.

Goal: Increase the number of faculty and staff collaborating with the Krause Leadership Center and academic leadership programs by 15% in 2012.

Achieved

Develop a Technology Based Professional Development Program to Enhance the Skills of The Citadel's Administrative Workforce

The office of Information Technology Services (ITS) conducted a focus group and needs assessment of technology skills with all academic secretaries on campus during the 2010-2011 academic year. As a result of the needs assessment, a group of academic secretaries successfully collaborated with ITS to develop a specific needs-based training plan designed to increase their overall knowledge and competency using Microsoft Office applications and to improve their productivity in performing general office tasks. They attended weekly classes and completed lessons in PowerPoint, Excel and Word. New classes are currently under development for the fall to promote further learning and skill development.

Goal: Technical skills of administrative staff assessed by ITS.

Achieved



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Strategic Initiative Eight

Provide Outreach to the Region and Serve as a Resource in its Economic Development

Economic Development as a Key Component of The Citadel's Strategic Plan

Contributing in a meaningful manner to the region's economic development is a key component of The Citadel's Blueprint: 2009-2012 Strategic Plan for Educating Principled Leaders. Institutional goals espoused under this initiative include:

- Coordinating institutional outreach and economic development activities
- Expanding partnerships with business community organizations
- Developing specialized research and training programs for public, private, and non-profit organizations.

The Citadel has made significant progress toward the achievement of these goals during the second year implementation of the Blueprint, as highlighted by the following activities:

Citadel's Small Business Development Center

The Citadel School of Business Administration houses a Small Business Development Center, one of 16 state sites serving as an arm of the U.S. Small Business Administration, providing a wide spectrum of outreach services four days a week to small business owners and entrepreneurs in the Lowcountry area. In addition to a staff counselor, Citadel MBA students actively provide assistance to small businesses and startup ventures in creating business plans, bidding for federal and state projects, applying for loans, and other important outreach services.

MBA Student and Faculty Business Consulting Outreach Services

The Citadel's MBA program curriculum includes a Strategic Consulting course in which graduate students and faculty have provided valuable consulting services to over 20 local businesses in the past two years including Piggly Wiggly Inc., Charleston Mercury, Baldwin & Associates and Orbis Labs. Graduate student consulting teams address a wide variety of business issues including corporate strategic planning, marketing, economic development, operating procedures, information requirements, human resources, product costing and management control. The projects provide opportunities for the School of Business Administration to support the business and professional communities and the regional economy. Consulting teams are staffed by selected graduate students under the supervision of the Business School faculty, and they perform at no charge to clients comprising part of The Citadel's public service outreach.

Collaboration with Space and Naval Warfare Systems Command (SPAWAR)

A major component of the connection between The Citadel and SPAWAR Atlantic is an Educational Partnership Agreement (EPA), which enhances the educational experience of The Citadel students and aids SPAWAR engineers and other employees in executing their mission through access to the expertise, facilities and equipment of The Citadel. Under this EPA, two sophomores, one studying electrical engineering and one civil engineering, interned with SPAWAR during 2010. In addition, SPAWAR Atlantic representatives participated in The Citadel's School of Engineering Command and Control (C2), Intelligence, Surveillance, and Reconnaissance (ISR), and Cyber Group Meeting in January 2011. SPAWAR representatives joined 30 other prominent C2, ISR, and Cyber professionals in identifying their current and future educational and training needs. The School of Engineering will use the results of this meeting to develop applicable educational and training programs, professional communities and the regional economy.

Developing Relationship with Boeing Corporation

The Citadel was admitted to Boeing Corporation's Global Education Portfolio this year, which will enable The Citadel to collaborate with the corporation to offer specialized education and training programs to enhance workforce skills in subsequent years.

Collaboration with Google

Citadel faculty and students were actively engaged in educational and economic development activities with Google during the past academic year. This year, The Citadel's Mathematics department worked closely with Google to create mobile applications for the Droid™ on the Google platform.



The Citadel's "Storm The Citadel!" trebuchet competition, sponsored by Google

Teaming with SAIC and Force Protection

Citadel faculty worked closely with SAIC on a number of projects this year, including their sponsorship of the Citadel's Robotics Competition. The Citadel has also teamed with Force Protection to sponsor several events, bringing the Force Protection workforce, Citadel faculty and students together in important activities.

The Citadel Directors' Institute

The Citadel hosted its 2nd annual Directors' Institute in March 2011 with more than 70 participants. The institute provides an important forum for business and policy leaders to address the changing regulatory environment and engage in high-level discussions about ethics in business and finance. Focused on the issues impacting corporate directors, this program also applies to leaders of private, non-profit and family-held businesses.

The Citadel's Human Performance Laboratory

In 2010, The Citadel launched the Dr. Hank Cross Human Performance Laboratory, made possible through a very generous gift from Bite Tech, Incorporated. The state-of-the-art learning laboratory is used for continuing research on use of the Bite Tech mouthpiece during exercise. The research will be increasingly important in assessing other hormonal and stress markers related to athletes and their performance, understanding effects of exercise and nutrition on cancer survivors and conducting a multitude of other studies related to human performance. It is a center for cooperative research with other universities and The Department of Defense with the goal of improving performance of military personnel.

Regional Engagement by the School of Education

The School of Education substantially increased its activity in support of the greater Charleston region's economic development by participating in Chamber of Commerce programs, increasing outreach to Lowcountry teachers and expanding the college's learning partnerships with schools of all levels. Furthermore, as part of the STEM Center activity, The Citadel collaborated with The Education Foundation to facilitate professional development for educators in our region.

Goal: Expand partnerships with business and community organizations and participate measurably in regional economic development activities.

40% Progress

2012



NEXT STEPS

Our commitment to the world is to continue in our mission to prepare students to serve as principled leaders in their chosen paths of life and make a difference in the world. To that end, we are proud to report that we are expanding our sound foundation for a secure future. And, with a long-view of building success through an effective strategic planning process, we have already begun the next three-year cycle of planning for the 2012-2015 timeframe.

All campus departments participate in idea solicitation to populate our list of priorities for the next planning cycle that will further evolve the campus from now through 2015.

Words alone cannot express our gratitude to our many supporters within the ranks of our alumni, parents, students, faculty, staff, corporate partners and other friends of The Citadel who stand with us in our mission.

This second annual report can also be viewed online at www.citadel.edu/blueprint.





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